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Approved For Release 2001/08/10 : CIA-RDP78-04718A001700030005-7

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ELEVEN POSITIONS FOR CLERICAL TRAINING

Statement of the Case:

In reallocating the number of positions allotted to each component of the Office of Training, it became necessary to identify and eliminate certain programs of a relatively low priority. The Basic School currently has 11 positions assigned to clerical training. These positions, comprising instructors and clerks, are currently filled. In general, the training conducted by this branch is devoted to skills not peculiar to intelligence or operations. Since this type of training is relatively unimportant when compared with the courses related to the operational functions performed by this Agency, the positions presently encumbered by the Clerical Training Branch have been reallocated to more significant programs.

Justification:

Theoretically, clerical employees should come into the Agency fully trained in the skills of shorthand, typing, spelling, filing and proper word usage, and clerical training should not be necessary. As a matter of fact, such has not been the case. There has been a continuing demand for clerical training. During the period January to August 1954, there were [REDACTED] students enrolled in the Clerical Induction Program. During the same period in 1955, the number increased to [REDACTED]. This Program is of one-week duration for new employees of the Agency. The Clerical Training Branch conducts two other courses, the Clerical Orientation course, a three-day program, and a Clerical Refresher Program, which extends over a three-week period on a one to two hour-a-day basis. Enrollment in the Clerical Orientation course during the period January to August 1954 totaled [REDACTED] students; during the same period in 1955, [REDACTED] were enrolled. Enrollment in the Clerical Refresher Program amounted to [REDACTED] during January to August 1954, and [REDACTED] during the same period in 1955. From the statistics set forth above, it is clear that there is a continuing and increasing need for this type of training; however, the retention of this program in the Office of Training must remain contingent upon the authorization of 11 positions for the Clerical Training Branch, since this type of training must be given low priority if viewed in the context of the overall training mission.

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THREE POSITIONS FOR DD/S INSTRUCTION, BASIC SCHOOL

Statement of the Case:

By memorandum from the Director of Training to the Deputy Director (Support) on 8 March 1955, a requirement for instructor personnel from the DD/S components was established. During April 1955, [REDACTED] from the Office of P [REDACTED] [REDACTED] from the Office of the Comptroller, and [REDACTED] from the Office of Logistics, were nominated and accepted by the Office of Training to satisfy this requirement. The official transfers have been held up pending the availability of slots; the individuals have been released from their previous assignments. At the time these rotational assignments to the Office of Training were contemplated, there were sufficient position vacancies in the Office of Training to accommodate the individuals. The reduction of the authorized personnel ceiling has altered this situation.

Justification:

The general requirement for DD/S instructors as set forth in the Director of Training memorandum of 8 March 1955 is still valid. In brief, there is a requirement for better coverage of the activities of the Offices of Personnel, Comptroller and Logistics in the administrative and operational training provided by this office; this coverage is best provided by persons on rotational assignments from the offices concerned. By memorandum of 6 June 1955, to DD/S from DTR, three positions were requested to accommodate this increase in instructional capability. This request received the concurrence of the Management Staff and the Office of Personnel.

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TWO POSITIONS FOR THE PRODUCTION OF INTELLIGENCE LITERATURE

Statement of the Case:

The Office of Training has undertaken the development and publication of a monograph series, "Studies in Intelligence." The first monograph, entitled "The Need for an Intelligence Literature," written by Sherman Kent, has already been published. This program requires the full-time effort of a competent editor and a stenographer.

Justification:

Mr. Kent's monograph provides a clear statement for the justification of this program. Although this activity is peripheral to the actual Training mission, OTR cannot decline to take some degree of responsibility for the formulation and clarification of intelligence doctrine. Although the authorized T/O did not provide slots for the purpose, OTR undertook the monograph series program in recognition of the paucity of intelligence literature dealing with the basic principles which should be the common property of every member of the profession. These basic principles are related to the national intelligence mission as well as to the techniques and methodology of the national intelligence activity. It has become increasingly apparent to key officials that there is a need for a systematic approach to the problem of developing and recording doctrine and methods peculiar to the field of intelligence. Continuation of this program by the Office of Training will be contingent upon the approval of two positions.

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FIVE STATISTICAL CLERKS FOR A & E STAFF

Statement of the Case:

The Assessment and Evaluation Staff of the Office of Training during the fiscal year 1954 tested 1250 employees of the Agency. This involved the administration of 11,300 tests designed for the Professional Employee Testing Program. During the same period, 285 employees were given the Foreign Language Aptitude Tests. During the first quarter of 1955, 147 individuals were tested for foreign language aptitude, and during the same period 736 individuals were given 12,411 tests under the Professional Employee Testing Program. Requirements for testing during the second quarter of 1955 continued at approximately the same rate, indicating that the load during 1955 will be more than triple that handled in the preceding year. In order to expedite the work involved in the testing program, the Assessment and Evaluation Staff has employed the use of IBM equipment, and progress has been made in mechanizing procedures for handling the increased testing load. This equipment is not being fully used because of the lack of qualified statistical clerks; three individuals are now in process.

Justification:

The T/O for the A & E Staff was originally planned on the assumption that the testing and statistical load would be much less than it has grown to be. It has become clear that the large testing load will be a permanent one, and procedures will have to be further mechanized to keep up with demands. The Office of Training is extremely reluctant to cut back this testing program. It is used not only in conjunction with training evaluation, but also as the basis for much consultation concerning individuals with training officers, personnel officers, and supervisors in all components of the Agency. The rate at which this function is expanding is an indication of Agency recognition of the value of this service. By memorandum of 6 June 1955 to DD/S from DTR, authorization for five positions was requested to accommodate four statistical clerks and one clerk-stenographer. This request received the concurrence of the Management Staff and the Office of Personnel. These positions cannot be provided by internal reallocation.

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TEN POSITIONS FOR AREA TRAINING

Statement of the Case:

In recognition of the Agency's need for instruction in area training, a great deal of planning has been done toward the development of this capability. A full-scale program of area studies will require a staff of at least 22 instructors and training assistants. A number of individuals qualified to instruct in this program have already been identified. In recognition of the personnel ceiling restriction, it is believed that the major requirement can be met effectively at this time by a less ambitious program. It is proposed to cover critical areas of the world by a staff of 9 senior instructors and 1 training assistant. This staff would at the same time bolster up the internal training in languages.

Justification:

The need for area training has not only been recognized by responsible officials of CIA but has also been pointed out by the Jackson, Doolittle, and Clark Committees. Agency sponsorship of area studies at external facilities poses security problems and the training is not specifically geared to Agency needs. It is also more expensive than programs conducted by OTR. A comparison of the cost of an OTR pilot course and of comparable training given on a contract basis at the School of Advanced International Studies follows:

<u>Cost</u>	<u>CIA-Conducted Internal Program</u>	<u>CIA-Contracted External Program</u>
Student Hour	\$ 1.28	\$ 20.46
54-hour Course	69.12	32-hr. Course 654.72

If registration for both programs had been at capacity level, the cost comparison would be as follows:

Student Hour	\$ .65	\$ 5.11
54-hour Course	35.10	32-hr. Course 163.52

The Office of Training considers that it has an obligation to present at least a modest program of area studies, and can do so if ten positions are authorized.

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TWO POSITIONS FOR THE READING IMPROVEMENT PROGRAM

Statement of the Case:

The Reading Improvement courses conducted by the Office of Training are desirable in any comprehensive training program; however, in the strictest sense such training falls into the luxury category. During the past four years, trainee reaction to these courses has been consistently commendatory. In nearly every case the speed and comprehension of the reader have been increased. The Reading Improvement Branch of the Intelligence School has previously been authorized four instructors and two training assistants. At the present time, three instructors and two training assistants are assigned to this program. The Agency has a considerable investment in the technical equipment required for this type of training.

Justification:

The Office of Training is reluctant to dissipate entirely the personnel and the physical assets of this activity. It is proposed to reduce the program, but to retain some capability to provide instruction in the field of reading improvement, with emphasis on diagnostic and remedial work. To do this, positions for one instructor and one training assistant are requested in order to retain a limited competence in the reading improvement field.

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